



Defense Travel Management Office



Defense Travel System Modernization & Sustainment Initiatives

GovTravels 2017



Session Description

Defense Travel System Modernization & Sustainment Initiatives

Working with the U.S. Digital Service, part of the Executive Office of the President, the Department of Defense is implementing a pilot to test the viability of using Commercial-off-the-Shelf Software as a Service (COTS/SaaS) for travel reservations and expense management.

Meanwhile, it is still necessary to sustain the current travel system that processed over 4 million travel vouchers and almost \$6 billion in DoD travel spend in Fiscal Year 2016.

This session will provide both an overview and demonstration of the current release of the DoD Travel System pilot and an overview of the latest initiatives underway to sustain DoD's legacy system until the Department fields its next generation travel system.



Introductions

- Bob Gerenser, Strategy & Performance Branch Chief, Defense Travel Management Office
- Denise McFaddin, Branch Chief, Defense Travel System, Defense Manpower Data Center
 - Also the acting project manager for Defense Travel System Modernization
- Cait Scrimshire, Program Manager, Defense Travel System, Defense Manpower Data Center



History

- The Defense Travel System began in 1998 with broad-based production use by 2003
- Until 2006, DTS was sponsored and managed by the Defense Finance & Accounting Service
- In 2006, DoD established the Defense Travel Management Office to consolidate travel management and become the functional owner of DTS
- Program Management
 - 2006 to 2011, Business Transformation Agency (BTA)
 - 2011 to 2015, Defense Logistics Agency
 - 2015 to present, Defense Manpower Data Center (DMDC)



Background

- DTS provides an end-to-end business solution that automates Defense travel processes:
 - Creating travel orders and approving authorizations
 - Making travel reservations
 - Generating and approving travel vouchers
 - Disbursing travel payments to the traveler and Government Travel Charge Card
- But it is an aging system that has received scrutiny from Congress and other interested stakeholders, specifically cited for poor usability and limited reporting capabilities



Problem Statement

- Today's travel business processes and DTS are not optimally designed and integrated to assist DoD in managing its \$8B Defense Travel Enterprise
- Travel policies are complex, customer issues prevail, processes are inefficient, sourcing opportunities are not fully capitalized, and there is limited data integration
- With ~3.5M potential DoD travelers, the Department cannot take advantage of industry best practice to achieve overall cost efficiencies.
- In March 2014, the Defense Chief Management Officer approved the DTS Modernization Problem Statement in order for the Department to address this aging system and its limitations



Analysis of Alternatives (AoA) Study Plan

- DTMO drafted an AoA Study Plan for DTS Modernization
- DTS major capability gaps cited included:
 - Does not meet Congressional intent to support all types of travel
 - Does not meet Congressional, Executive Order and OMB mandates to reduce improper payments
 - Does not adequately support the Congressional mandate and DoD policy to achieve full audit readiness for all DoD financial statements
 - Does not meet Executive Order and OMB requirements to reduce or eliminate the use of the SSN and other Personally Identifiable Information (PII)
 - Does not accommodate changes simply and cost effectively due its obsolescent design and infrastructure
 - Lacks fundamental capabilities to support cost effective enterprise management and organizational administration
 - Not intuitive, lacking the user-friendly features and capabilities available in today's industry leading travel management technology



U.S. Digital Service

- As DTMO was proceeding through the traditional acquisition process, DoD Senior Leadership selected Defense Travel Modernization as the subject of a two-week discovery sprint, led by the U.S. Digital Service (USDS)
- USDS, part of the Executive Office of the President, is a cadre of technology innovators from industry and government transforming how the Federal government works for the American people
- The USDS concept is to build coalitions with innovators who "think different" and are able to move the needle to the right despite fiscal disruption and legacy impediments
- USDS rescued the healthcare.gov website supporting the Affordable Care Act



USDS Recommendations

- The April 2015 Discovery Sprint included the Department's entire travel enterprise and not just the Defense Travel System
- Their report recommended:
 - Streamlining the Joint Travel Regulations
 - Implementing a commercial-off-the-shelf/software-as-a-service based solution (COTS/SaaS)
 - Investing in data science and business intelligence
- USDS briefed Deputy Secretary of Defense May 1, 2015 and received approval to move forward implementing the recommendations
- Since then, Secretary of Defense established the Defense Digital Service (DDS), an agency team of USDS tasked to improve the Department's technological agility and solve its most complex IT problems – they are directly involved in this effort



DoD Travel System Pilot: Testing a COTS/SaaS Travel Solution

- Test the viability of implementing a COTS solution utilizing a SaaS model
- Leverage the existing DTS contract
- Leverage the Department's Title 37 pilot authority for Defense Travel Pilots to enable a streamlined ruleset based on industry best practices
- Employ an agile development methodology



DoD Travel System Pilot: Status

- Configured modular functionality
 - Travel Requests (authorizations)
 - Travel Reservations (TMC integration)
 - Travel Expense Reports (vouchers)
- Government development external to the COTS/SaaS product
 - PATH: enables CAC login and screening of pilot participants based on the current pilot ruleset (a subset of the JTR)
 - BridgeX: middleware solution that interfaces with Real Time Broker Service (RBS) and DLA Transaction Services to enable reimbursement to the traveler and Government Travel Charge Card
- Defense Finance & Accounting Service Certification & Validation
 - Computation Calculation Certification for pilot ruleset
 - End-to-end validation testing with DAI accounting system and disbursement
 - End-to-end production connectivity via BridgeX to GEX
 - Live Process Verification (LPV) for Production go-live with DAI



Pilot Participation

- First Traveler completed Travel Request and reservations in June 2016
- First E2E Traveler January/February 2017
- Planned Rollout
 - March 2017: DHRA/DDS
 - April 2017: Marine Base Quantico
 - TBD: Offutt Air Force Base
- Pilot populations selected to cover
 - Civilians in a civilian organization (DHRA/DDS)
 - Uniformed military in a military organization (Quantico)
 - Civilians in a military organization (Offutt AFB)



DoD Travel System Pilot: Challenges

- COTS/SaaS meeting DoD's Cybersecurity requirements, DoD Instruction 8510.01, Risk Management Framework (RMF) for DoD Information Technology
- Government financial processes
 - Pilot currently operating under an OUSD (Comptroller) waiver of pre-trip obligations
 - Funds Management Processes (Budget reconciliation)
- Multiple DoD financial accounting systems
- Despite the current surge effort to simplify travel policy, many policies require legislative change, coordination outside of DoD, and/or will produce additional costs



DoD Travel System Pilot: Lessons Learned

- Digital services are only as good as their underlying policy
- Test services with users as early as possible to enable the project team to improve the system based on real-world usage feedback
- Use commercial cloud software services when possible, but beware of the challenge to avoid costly customization that often can negate the benefits of using commercial services
- Modernization efforts should have clearly defined objectives



DoD Travel System Pilot: Demo



Hello, Denise

+
Start a Request

+
Start a Report

+
Upload Receipts

01
Authorization Requests

00
Available Expenses

00
Open Reports

TRIP SEARCH

✈️
🚗
🛏️
🕒

Flight Search

Round Trip
One Way
Multi City

From 📍

Find an airport | Select multiple airports

To 📍

Find an airport | Select multiple airports

Search

Show More

Or, tell us in your words what you want to do
 Search

COMPANY NOTES

Welcome to the DoD Travel System Pilot

When logging in for the first time, click on the PROFILE menu option and review/update your profile. Be sure to save your profile even if you do not make any changes.

News Read more

MY TASKS

01

Open Requests →

Travel

00

Available Expenses →

You currently have no available expenses.

✓

00

Open Reports →

You currently have no open reports.

✓

MY TRIPS (0)

You currently have no upcoming trips.

FACTS & STATS

Did you know?

Some countries won't let you enter if your passport expires within 6 months. Keep your passport updated!

Did you know?

To take the perfect photo of your receipt, use a flat surface and have a great light source or use the camera flash.



DTS Sustainment Initiatives

Enhancement	Benefit
Java Framework Upgrade	<ul style="list-style-type: none"> ▪ Consolidates frameworks (removes older Java frameworks; upgrades current frameworks) ▪ Lowers cost of maintenance and IA vulnerability remediation ▪ Enhances 508 compliance ▪ Exposes services for future internal/external capabilities
Usability Improvements	<ul style="list-style-type: none"> ▪ Streamlines work flow ▪ Modernize user interface ▪ Saves time for users (which lowers costs for DoD)
Receipt Processing / Accessibility	<ul style="list-style-type: none"> ▪ Improves interface for substantiating records ▪ Addresses findings from DoDIG 2016 Improper Payment report ▪ Saves time for users (lowers costs for DoD)
Lowest Air Fare	<ul style="list-style-type: none"> ▪ Provides savings to DoD for air travel ▪ Restricted Airfare
Update Rules Engine	<ul style="list-style-type: none"> ▪ Makes travel rule changes easier, faster, and less expensive
Remove SSN as primary key	<ul style="list-style-type: none"> ▪ Greatly reduce the use of SSN in the system ▪ Provides greater security for travelers' PII
New Authentication Methods	<ul style="list-style-type: none"> ▪ Support efforts to reduce/eliminate DoD Common Access Cards (CAC) and use other two-factor authentication types



Future Considerations – Technical Capabilities

- Reservation Expansion
 - Direct Connect to Airlines/Rail
 - Integration of Air Mobility
 - Integrate Mapping Technology (i.e. Google Maps)
 - Benefit: Expands options for travel; improves user experience; reduce costs
- Mobile DTS
 - Currently supports secure (CAC-enabled) iOS devices (iPad w/Thursby CAC reader)
 - Build true mobile experience for some functions (reservations, receipts, etc.)
 - Integrate, where possible, with existing tools where beneficial to traveler (e.g. flight status info)
 - Benefit: Enhances user experience, makes DTS more accessible, saves travelers' time



Future Considerations – Business Capabilities

- Deployment Travel
 - Initial Discussion in 2008/2009
 - No Functional Requirements at This Time
- MEPS Travel
- Permanent Duty Travel/Permanent Change of Station
 - Developed in 2008/2009
 - Post-Production Readiness Review Found Defects, New Requirements, and Policy Gaps
 - Effort Was To Be Re-Planned by PMO; Ultimately Shelved
 - Benefit: Consolidates Travel Into a Single System; Reducing Cost to DoD



Questions?